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НАЦИОНАЛНА АГЕНЦИЈА
ЗА ЕВРОПСКИ ОБРАЗОВНИ
ПРОГРАМИ И МОБИЛНОСТ

Co-funded by
the European Union

Terms of Reference:

Evaluation of M&E Capacity-Building Trainings for Public Administrators and Civil Servants in North Macedonia

1. Background

The Macedonian Evaluation Network (MEN), in partnership with the Croatian Evaluation Society (HEVAL), will implement a series of four training programs in July 2025 in Skopje, Kumanovo, and Tetovo, in the framework of the Erasmus+ project, entitled *"Enhancing Monitoring and Evaluation (M&E) Skills for Public Administrators and Civil Servants"*. The objective of this project is to strengthen M&E capacities within North Macedonia's public administration. This initiative aims to promote a systematic understanding of M&E across the policy, programme, and project cycle; to introduce international and EU M&E standards; and to contribute to future readiness for managing EU structural and pre-accession funds.

2. Objectives of the Evaluation

The purpose of this assignment is to evaluate the effectiveness, relevance, and applicability of the four trainings and to provide evidence-based recommendations for future capacity-building initiatives. Specifically, the evaluation will:

- Assess the relevance and quality of the training content and methodology;
- Evaluate the knowledge and skill development among participants;
- Examine the applicability and expected use of acquired M&E knowledge in participants' institutional settings;
- Identify areas for improvement in design, content, delivery, and logistics of the training;
- Document lessons learned and provide recommendations for scaling or institutionalizing M&E training programs.

3. Scope of Work

The consultant/team of consultants will undertake the following activities:

Phase 1: Inception and Methodology Design

- Review the training agenda, materials, attendance records, and participant profiles;
- Develop a detailed evaluation methodology and work plan;
- Prepare and validate data collection tools, including:
    - Pre- and post-training questionnaires
    - Focus group discussion (FGD) guides
    - Key informant interview (KII) guides

Phase 2: Data Collection

- Conduct surveys, interviews, and/or focus groups with a representative sample of participants from all four training locations;
- Interview trainers and selected organizers/stakeholders;
- Ensure gender and geographic diversity among respondents;
- Maintain confidentiality and data protection standards.

Phase 3: Data Analysis and Reporting

- Analyze quantitative and qualitative data to extract insights on training outcomes;
- Compare findings across the four training cohorts and modules;
- Prepare a comprehensive evaluation report, including:
  - Executive summary
  - Methodology
  - Key findings and analysis
  - Conclusions and recommendations
  - Annexes (instruments, raw data summaries, attendance lists, etc.)

Phase 4: Presentation of Results

- Conduct an online or in-person presentation to MEN and HEVAL summarizing key findings, lessons learned, and recommendations.

4. Deliverables and Timeline

Deliverable	Days	Description	Due Date
Inception Report	1	Includes methodology, tools, and data collection plan	By July 5, 2025
Data Collection Tools	2	All finalized instruments (questionnaires, interview guides)	By July 12, 2025
Draft Evaluation Report	4	Full draft shared for feedback	By July 25, 2025
Final Evaluation Report	1	Final version incorporating feedback	By August 5, 2025
Presentation of Findings	0.5	PPT and stakeholder session	By August 15, 2025

5. Qualifications of the Evaluator(s)/ Consultant Company

The consultant or team should meet the following criteria:

- Proven experience (7+ years) in evaluating capacity-building or training programs;
- Strong understanding of public sector M&E systems and EU evaluation standards;
- Knowledge of the Western Balkans public administration context;
- Fluency in English and Macedonian (knowledge of Albanian will be considered an advantage);
- Strong analytical and report writing skills;
- Demonstrated ability to design participatory and gender-sensitive evaluations.

6. Management and Oversight

The assignment will be managed by MEN, with technical input from HEVAL. The consultant will report directly to the designated Project Manager at MEN and coordinate closely with training facilitators and administrative staff for access to participants and documentation.

7. Budget and Payment Terms

A total of 8,5 consultant days and a total amount of 1700 Euros gross is allocated for this assignment. The payment will be executed as follows:

- 40% upon submission and approval of the Inception Report
- 60% upon submission of the Final Evaluation Report and presentation

8. Application Process

Interested candidates should submit the following:

- CV(s) of consultant(s)
- A brief technical proposal (max 3 pages) outlining methodology and work plan
- Financial proposal (daily rate and total lump sum including all costs)
- Sample of a relevant evaluation reports previously conducted

Deadline for submission: June 23rd 2025 before 16.30 hrs. Skopje time.

Email applications to: men@men.mk

Subject line: *Training Evaluation Proposal – M&E Capacity Building 202*